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BCS Professional Certificate in Business Architecture Detailed Guidance

Version 2.0
October 2018

Change History

Any changes made to the syllabus shall be clearly documented with a change history log. This shall include the latest version number, date of the amendment and changes made. The purpose is to identify quickly what changes have been made.

Version Number	Changes Made
Version 2 October 2018	Updated in line with revised syllabus
Version 1.0 October 2015	Detailed Guidance Finalised

BCS Professional Certificate in Business Architecture

Contents

Introduction

- The aim of this document is to provide information to possible Accredited Training Organisations (ATOs) to help them to understand the requirements for gaining accreditation. It covers the basic requirements for the training course and for the trainers who will deliver it
- It references where the information for each syllabus topic may be found in the Recommended Reading List.
- For full information on accreditation, please refer to the BCS ATO Accreditation Regulations

Target Audience

This documentation is relevant to any training organisation wishing to develop a training course and become accredited for the BCS Professional Certificate in Business Architecture.

Course Format and Duration

Candidates can study for this certificate in two ways: by attending an accredited training course provided by an Accredited Training Organisation or by self-study. An accredited training course will require a minimum of 21 hours of study run over a minimum of 3 days.

Trainer Criteria

Summary of Criteria	- Hold the BCS Professional Certificate in Business Architecture - Have 10 days training experience or have a train the trainer qualification - Have a minimum of 3 years practical experience in the subject area

Classroom Size

Trainer to candidate ratio	1:12

Invigilator to Candidate Ratio during examination

Trainer to candidate ratio	1:16

Detailed Guidance

The guidance below shows where more information may be found about a particular Syllabus topic in the Recommended Reading List.

The full Syllabus and Recommended Reading List may be found on the [BCS website](#).

1. The Business Architecture Domain (10%)

- The rationale for Business Architecture
  - [Business Analysis](#), 3rd Edition (Paul et al)
- Architecture principles
  - [Business Architecture Guild Body of Knowledge Handbook](#)
- Relationship of Business Architecture with the data, applications and infrastructure architectures
- [Developing Information Systems](#)
- Roles in Business Architecture: business architect, programme manager, business analyst, business change manager, solution architect, subject matter expert, external supplier. Key attributes of a business architect:
  - understanding of business principles and concepts
  - ability to think of business capabilities outside of the technology context
  - strong consulting mind set
  - strategic point of view
  - catalyst for change
  - ability to think at a high level of abstraction

Learning points:	The candidate shall be able to:
	• Define Business Architecture (Business Analysis 3rd Ed, Ch.8 "Introduction to Business Architecture")
	• Identify a range of rationales for organisations to employ Business Architecture as a discipline (Business Analysis 3rd Ed, Ch.8 "Introduction to Business Architecture")
	• Explain the key principles behind business architecture as defined by the Business Architecture Guild (BizBok Part 1: Architecture Principles)
	• Understand the relationships between Business Architecture and other architecture domains within a broader Enterprise architecture approach (Developing Information Systems, Ch 10 "Enterprise Architecture")
	• Recognise roles related to Business Architecture (see list above)
	• Identify key attributes of a Business Architect (see list above)

2. Business Architecture Frameworks (5%)

- Artefacts of a business architecture: capability map; value stream; capability, organisation map; information concepts model; value network
  - [Business Analysis](#) 3rd edition (eds. Paul et al)
- Business architecture views: organisation; capability; value/process; information; people
  - [Business Architecture Guild Body of Knowledge Handbook](#)
- Frameworks:
  - Zachman: Contextual and conceptual rows;
  - https://www.zachman.com/about-the-zachman-framework

- TOGAF 9.2: ADM and Content Framework by ADM phases
- The Open Group Architecture Framework
- Business Architecture Guild: aspects of the business represented by business architecture.
- Business Architecture Guild Body of Knowledge Handbook
- AssistKD POPIT model: Views: organisational, process, people, information and technology elements that map to the higher level abstraction shown in the business architecture blueprint
- Business Analysis 3rd edition (eds. Paul et al)
- Planning and implementing effective change
  - Business Analysis 3rd edition (eds. Paul et al) (Use of business architecture in the planning and impact assessment of change initiatives)
- Business capability, competence and capacity
  - Business Architecture Guild Body of Knowledge Handbook Part 1
  - Business Analysis 3rd edition (eds. Paul et al)

Learning points:	The candidate shall be able to:
	- Identify different artefacts produced by Business Architects - Identify the four core views of Business Architecture as described by the Business Architecture Guild - Understand the purpose of an Architecture Framework - Understand and identify the underlying structure of the Zachman Framework; what the rows represent (in particular the top two) and the purpose of the columns - Understand the phases of the TOGAF ADM related to Business Architecture (TOGAF 9.2 fig 4.1) - Recall concepts relevant to Business Architecture represented in the TOGAF Content Meta-model (TOGAF 9.2 figs 30.3 & 30.4) - Understand and recall aspects of the business represented by business architecture (BizBok Part 1: figs 1.1; 1.2; 1.3 & 1.4) - Identify and recall elements of POPIT™ (Business Analysis 3rd Ed, Ch.8) - Relate POPIT™ to BizBok framework - Understand the Business Change Lifecycle (Business Analysis 3rd Ed, Ch.13) - Understand the role of Business Architecture in planning and implementing effective change (Business Analysis 3rd Ed, Ch.8) - Understand how business capabilities can be measured in terms of competence and capacity

3. Business Motivation/Organisation View (10%)

- Rationale for business motivation view
- OMG Business Motivation Model
  - OMG Business Motivation Model
- Business model canvas
  - Business Model Generation, Osterwalder and Pigneur. The business model canvas
- Organisation map: business units and functions
  - Business Architecture Guild Body of Knowledge Handbook

Learning points:	The candidate shall be able to:
	• Describe the importance of having a documented motivation view of the organisation • Understand how the OMG Business Motivation Model v1.3 may be used to document a motivation view • Recall how the elements of the OMG Business Motivation Model v1.3 are related in a conceptual model (BMM 1.3 Annex A – ignoring orange elements apart from SWOT) • Understand how a defined Business Model is necessary to drive strategy • Recall the nine building blocks of the Business Model Canvas (Business Model Generation, Section 1: Canvas) • Identify the correct building blocks to place specific elements • Understand an Organisation Map, including third-party organisational units, as a high-level view of an organisational structure

4. Capability View (25%)

- Business capability modelling
  - Three strata of a business capability model: strategic; core/customer facing; support
  - Business Architecture Guild Body of Knowledge Handbook
- Levels of capability: Level 1 Foundation; Level 2 Capability groups; Level 3 Business capabilities
- Defining capabilities: SUAVE
  - Business Analysis Techniques, 2nd edition (Cadle et al)
- Business capability, competency and capacity. Competency: an ability held by an individual to perform a job effectively. Capacity: the volume of processes, data or stakeholders that can be handled by a business or system.

Learning points:	The candidate shall be able to:
	• Define what a business capability is (and is not) in the context of business architecture • Name a capability using the correct grammar • Understand the SUAVE nature of business capabilities (Business Analysis Techniques 2nd Ed) • Understand the taxonomy of capability levels (Business Analysis Techniques 2nd Ed) • Understand the three Strata used to define areas of a Business Capability Model • Contribute to the creation and maintenance of a Business Capability Model or map • Recognise capabilities in a Business Capability Model or map that are invalid against naming standards or SUAVE principles • Identify different levels of capability represented on a Business Capability Map • Distinguish between a capability and a competency

5. Value/Process View (20%)

- Business services and value propositions
  - [Business Analysis Techniques](#), 2nd edition (Cadle et al)
- Value chain analysis
  - [Competitive Advantage: Creating and Sustaining Superior Performance](#) (Porter)
- Value stream analysis
  - [Business Architecture Guild Body of Knowledge Handbook](#)
- Value network analysis
  - [The Future of Knowledge: Increasing Prosperity through Value Networks](#) (Verna Allee)
- Relationship between capabilities, value streams and processes
  - [Business Architecture Guild Body of Knowledge Handbook](#)

Learning points:	The candidate shall be able to:
	- Understand the significance of Value within business architecture across the views - Recognise different representations of how value is or may be created or co-created within an organisation using different models (Value chain, value streams and value network analysis) - Understand the concepts behind Porter's Value Chain (Business Analysis 3rd Ed, Ch.7) - Contribute to the development of a Value Stream Map (Business Analysis Techniques 2nd Ed) - Identify internal and external stakeholders that contribute to the co-creation of value in a value stream map. - Map business capabilities to value stream stages - Understand how Value Network Analysis reveals tangible and intangible exchanges of value between internal and external participants - Distinguish between a tangible and an intangible exchange of value within a specific value network - Understand how value network analysis may be used to identify how value exchanges may be made more effective through organisational design - Understand how value streams may be used to drive business process architecture and design

6. People View (10%)

- RACI analysis
  - [Business Analysis Techniques](#), 2nd edition (Cadle et al)
- Functional, divisional and matrix organisation structures
  - [Organizational Behaviour (Buchanan and Huczynski)](#)
- Business culture analysis
  - The cultural web
  - [Exploring Corporate Strategy](#), 10th edition (Johnson and Scholes)
  - Organisational culture
  - National culture
  - [Business Analysis Techniques](#), 2nd edition (Cadle et al)

Learning points:	The candidate shall be able to:
	• Define the different levels of involvement defined by the acronym RACI • Understand how RACI analysis may be conducted against activities or deliverables realised by activities both within and without an organisation. • Understand and describe the elements of Johnson & Scholes' "Cultural Web" • Understand and describe Handy's four types of organisational culture • Understand and describe Hofstede's cultural dimensions

7. Information view (15%)

- Metadata, data and information
- Information concepts modelling
- Relationships between information concepts and capabilities and value streams
  - Business Architecture Guild Body of Knowledge Handbook

Learning points:	The candidate shall be able to:
	• Define, and distinguish between, the terms 'Information', 'Data' and 'metadata' • Understand the benefits of developing an information concepts model or map at various levels • Recognise useful information concepts for a particular organisation • Produce an information concept map showing how concepts are related • Identify business capabilities that create, maintain, destroy or require instances of information concepts • Map information concepts to value stream stages that create, maintain, destroy or require instances of them

8. Business architecture and business change (5%)

- BCS Business Change Lifecycle
  - Business Analysis 3rd edition (eds. Paul et al)
- Use of the business architecture to evaluate and manage change initiatives
  - Business Architecture Guild Body of Knowledge Handbook
- Organisational memory: acquisition, retention and retrieval
  - Organizational Memory, Academy of Management Review, 1991 (Walsh and Ungson)

Learning points:	The candidate shall be able to:
	• Understand and describe the Business Change Lifecycle (Business Analysis 3rd Ed, Ch.14) • Describe how business architecture can be used to translate strategy, and changes in strategy into actionable change initiatives • Understand how strategic business architecture elements can be mapped to tactical elements of business design and execution (operation model) • Understand the value of an organisational memory • Recognise how business architecture can formally capture and retain an organisational memory of decisions made about organisational change.